

# Scottsdale Police Department

## Strategic Plan

FY 2003/04-2007/08



September 2003

Alan G. Rodbell

*Chief of Police*

Mary Manross

*Mayor*

*EXCELLENCE • INITIATIVE • INTEGRITY*

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# Chief's Foreword



Alan G. Rodbell  
Chief of Police

In April 2003 sixty members of the Scottsdale Police Department came together to design our vision for the future. The result was a focused blueprint to address the needs of our community. This blueprint incorporated key elements of previous strategic planning documents and action plans, performance and workload indicators, and recent consultant assessments of both management and technology (Berkshire, PTI). Additionally, in June, we conducted three community forums to enlist input from the community and incorporate their ideas.

As the Chief of Police for the City of Scottsdale, I am pleased to introduce our 2003/04 to 2007/08 Strategic Plan. This plan differs from previous plans in that it includes strategies to incorporate the goals of the plan with our Department measures of accountability and performance. It contains our commitment to address community concerns through an insightful examination into emerging City issues and a commitment to our employees to develop their abilities and skills to ensure total quality service.

I am confident that our Strategic Plan provides our Agency with the vision and strategies necessary to meet upcoming challenges, enhance police services to City residents, and ensure that the community of Scottsdale is safe.

A handwritten signature in black ink, appearing to read "A. G. Rodbell".

Alan G. Rodbell, Chief of Police

# Organizational Overview

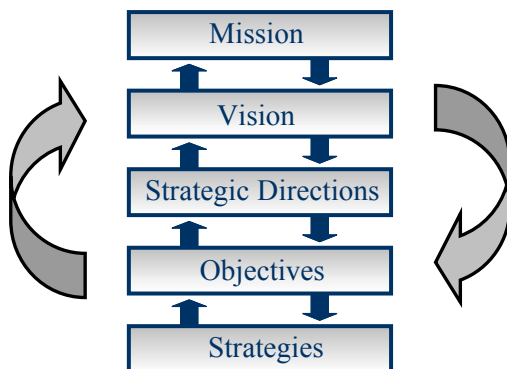
The Scottsdale Police Department proudly serves the City of Scottsdale, a southwest community with a population that exceeds 215,000 and occupies an area of 184.5 square miles. The department remains a progressive law enforcement agency, receiving national awards in the areas of community policing, crime prevention and problem solving. The organization possesses strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity.

## Our Mission

*"The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less."*

## Our Vision

*"The Scottsdale Police Department is a professional organization with exemplary leadership and employees. We are known as a community that is safe and secure, and have reduced the fear of crime for all of our citizens and visitors. We have collaborative working partnerships with the community and City government. Our resources, including finances, technology and staffing levels, are aligned with our 5-year strategic directions."*



DEFINITIONS
<b>Mission</b> <i>Is a statement of the general purpose of the organization.</i>
<b>Vision</b> <i>Is an image of how the organization desires to operate in the future.</i>
<b>Strategic Directions</b> <i>Are derived from the Department's Mission &amp; Vision &amp; are high-level statements of what the organization desires to achieve.</i>
<b>Objectives</b> <i>Are derived from &amp; support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.</i>
<b>Strategies</b> <i>Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, &amp; are designed to produce measurable results.</i>

In developing this Strategic Plan, the Department was required to make certain assumptions concerning critical factors in the environment. Significant changes to the environment could impact our ability to implement this Plan, which is based on the following key assumptions:

## Trends in Population, Workload & Anticipated Personnel

- The population of Scottsdale will continue to increase.
- The center of the population for the City will continue to move north.
- Calls for Service will continue to increase.
- A City-wide budget and hiring freeze will limit personnel growth over the next 5 years.  
(Based on previous 5 years of hiring data, number of sworn personnel increased an average of 2.9% per year, and Civilian personnel increased an average of 5.6% per year.)
- Implementation of this Strategic Plan will call for the addition of personnel as identified in the individual strategies.
- A deployment study will be conducted in accordance with Strategy 2.3.5 to further assess anticipated personnel needs.

## Assumptions

- District 1 includes the Downtown Business and Entertainment District, and the most mature neighborhoods in the Community.
- The 11 acre "Waterfront" parcel in the downtown area of District 1 will experience mixed-use development to include 1.1 million square feet of office, retail and residential space.
- District 2 includes a combination of mature neighborhoods and newer developments, and will experience minimal expansion.
- District 3 includes the Scottsdale Airpark, the fastest growing and one of the three largest employment centers in the metropolitan area.
- District 3 encompasses large planned developments, 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts.
- Revised F.B.I. and Department of Homeland Security policies will require increased encryption and enhanced internal security of Department systems.
- The State Department of Public Safety will migrate to an improved version of the Automated Fingerprint Identification System, requiring the Department to migrate as well.
- Scottsdale's budget will remain flat, and City revenue will hold or marginally change.

						Projected				
	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
<b>Population</b>	197,250	204,680	211,280	215,320	218,940	222,300	225,850	229,690	233,530	237,370
<b>Calls for Service</b>	202,768	208,702	228,626	244,589	263,635	265,425	275,338	286,062	296,785	307,508

Note: Population data provided by the City of Scottsdale Community Planning Division; Calls for Service projections provided by Police Crime Analysis Unit.

# The Planning Process

The Strategic Planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan will serve as a “roadmap” that will steer the Department for the next 5 years and assist with resource allocation and budget planning. This plan is a “living document” that will be continually reviewed and updated as community issues, organizational goals and the economy continue to change.

### Internal Input

In April 2003, to kick off the Strategic Plan update process, the Police Department hosted an intensive 2-day planning retreat. The 60 attendees represented all functional units of the Police Department, plus several City Departments, including the City Manager’s Office, Emergency Services, Information Systems, Human Resource Systems, Neighborhood Services, and the Office of Diversity and Dialogue. Attendees at the retreat evaluated the Police Department’s current mission and vision, assessed the agency and environment, and developed a list of critical strategic issues facing the Department. These strategic issues were assessed, discussed and defined in a series of subsequent planning meetings, resulting in the development of recommended Strategic Directions, Objectives, and supporting Strategies for the Department.

### External Input

In June 2003, the Department solicited input on the strategic plan from the Citizens of Scottsdale. The Chief of Police and his top staff conducted a series of 3 open community forums located to facilitate attendance by citizens in each of Scottsdale’s 3 geographic police districts. The forums were attended by approximately 100 citizens, who contributed valuable feedback on the Department’s proposed strategies as well as additional strategies and suggestions.

### Prioritization

The combined list of strategic issues was reviewed and prioritized by a group of Police top staff. Strategic issues were evaluated to determine funding requirements and funding status, and then positioned on a 5-year calendar. Strategies scheduled to begin during the first year of the plan, were positioned by Quarter and linked with measures of success and implementation responsibility.

# Implementation & Evaluation

## **Strategic Plan Review, Tracking & Measurement**

Progress toward the Strategic Plan is reviewed and tracked using an internal tool that is updated by Strategy Leaders as implementation steps and action items are completed. The tracking tool contains detailed information about Department objectives, strategies, measures of success, timelines and accountability. The Planning, Research & Accreditation Division uses the tracking tool to create Quarterly Progress Reports that are monitored by management during quarterly strategy review meetings.

## **Annual Review & Update of 5-Year Plan**

The 5-Year Strategic Plan is reviewed and updated on an annual basis, coinciding with the City's annual budget review cycle. The Department's overall objectives and 5-year strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A new Annual Action Plan is created each fiscal year based upon the outcome of the Department's review and revision of the 5-year plan. This process ensures reliability of the Strategic Plan and Annual Action Plan documents as tools that can be used for annual operating budget development, Capital Improvement Project (CIP) development, and equipment and personnel planning.

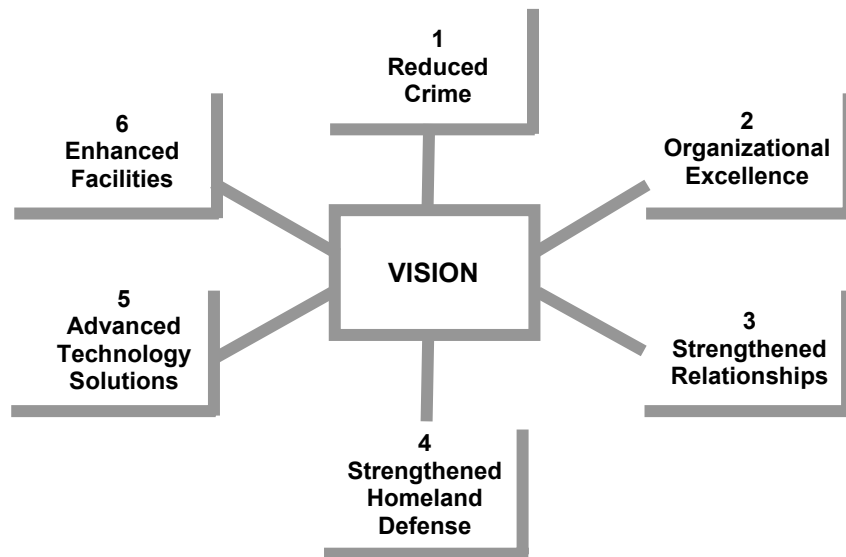
## **Annual Performance Report**

An Annual Performance Report is prepared each fiscal year and is published to the Department's website to provide public access. The report provides a progress and status report for each of the individual strategies presented in the annual Strategic Plan.

# Strategic Directions & Objectives

The primary focus of the 5-Year Strategic Plan is to improve service delivery to the Citizens of Scottsdale. The following chart summarizes the 6 Strategic Directions, or goals, the Scottsdale Police Department will strive to accomplish over the next 5 years.

### Strategic Directions



### Strategic Objectives

<b>1. Reduced Crime</b>	<b>4. Strengthened Homeland Defense</b>
1.1 Enhance Crime Prevention Initiatives	4.1 Promote Prevention, Mitigation & Security Initiatives
1.2 Enhance Enforcement Initiatives	4.2 Strengthen Readiness & Recovery Protocols
<b>2. Organizational Excellence</b>	<b>5. Advanced Technology Solutions</b>
2.1 Develop Exemplary Leadership	5.1 Advance Integration Capabilities
2.2 Develop Employees	5.2 Advance Communications Technology
2.3 Develop the Organization	5.3 Advance Technology Support & Infrastructure
<b>3. Strengthened Relationships</b>	<b>6. Enhanced Facilities</b>
3.1 Strengthen Intra-Governmental Relations	6.1 Develop New Facilities
3.2 Strengthen Internal & External Communications	6.2 Reallocate & Enhance Existing Facilities
3.3 Strengthen Community Relations	6.3 Enhance Facility Support & Administration



# Strategic Direction 1

## Reduced Crime

### Objective 1.1

#### Enhance Crime Prevention Initiatives

*“Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community.”*

**- Deputy Chief John Cocca**

### Objective 1.2

#### Enhance Enforcement Initiatives

*“In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility.”*

**- Deputy Chief John Cocca**

#### Year 1 Strategy Leaders:

• Paul Bentley, Mgr.

• Frank O'Halloran, Lt.

## 1. Reduced Crime

### Objective 1.1 Enhance Crime Prevention Initiatives

**Responsibility:**  
Deputy Chief  
John Cocca

Strategies	Year	Funding Status
1.1.1 Juvenile Delinquency Prevention Initiative (JDPI): Develop & implement a program for school-aged children related to substance abuse education & law enforcement role modeling to build positive relationships.	1	ER
1.1.2 Assign Crime Prevention Officers to each District.	3	NF

### Objective 1.2 Enhance Enforcement Initiatives

**Responsibility:**  
Deputy Chief  
John Cocca

Strategies	Year	Funding Status
1.2.1 Implement staffing redistribution plan (deployment study) for basic police service needs; redistribute existing staff to maximize resources.	1	ER
1.2.2 Assign additional Traffic Enforcement officers to address community needs.	2	NF
1.2.3 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.	2	NF
1.2.4 Develop a Cyber-Crime Unit.	2	NF
1.2.5 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.	3	NF
1.2.6 Establish a Bike Unit in District 2.	4	NF
1.2.7 Establish a Bike Unit in District 3.	5	NF
1.2.8 Establish an Air-Support Unit.	5	NF

#### Legend

Year	Funding Status
1= FY 2003/04	NF= Not Funded
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## Strategic Direction 2

### Organizational Excellence

#### Objective 2.1

##### Develop Exemplary Leadership

*"LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well."*

- Chief Alan G. Rodbell

#### Objective 2.2

##### Develop Employees

*"Planning and supporting the development of an employee's skills and abilities is a core expectation of this strategic plan. Staff development will continue to enhance our relationships with both internal and external customers while serving to remind us of the importance of taking care of our own."*

- Acting Deputy Chief Tony Markos

#### Objective 2.3

##### Develop the Organization

*"The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale."*

- Captain Dave Marshall

#### Year 1 Strategy Leaders:

- |                          |                        |                      |                        |
|--------------------------|------------------------|----------------------|------------------------|
| • Ernie Anderson, Lt.    | • Will Davis, Mgr.     | • Glen Olson, Mgr.   | • Bill Wilton, Lt.     |
| • Mike Anderson, Lt.     | • Tom Dworzanski, Mgr. | • Matt Roadifer, Lt. | • Steve Yturralde, Lt. |
| • Paul Bentley, Mgr.     | • Tony Gibson, Lt.     | • Mike Stauffer, Lt. |                        |
| • Craig Chrzanowski, Lt. | • Tom Henny, Lt.       | • Jimmy Wasson, Lt.  |                        |

## 2. Organizational Excellence

### Objective 2.1

#### Develop Exemplary Leadership

**Responsibility:**  
Chief  
Alan G. Rodbell

Strategies		Year	Funding Status
2.1.1	Establish well-defined expectations & skill levels for leadership.	1	ER
2.1.2	Establish a culture of accountability & recognition.	1	ER
2.1.3	Develop a program to address leadership training needs.	1	NF
2.1.4	Ensure management provides career counseling to employees.	2	ER
2.1.5	Include Department Action Plan goals & assignments as a component of performance evaluations.	2	ER
2.1.6	Assess the feasibility of using 360 interview information for promotion.	2	ER
2.1.7	Provide early intervention behavior identification training to management.	3	ER

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## Objective 2.2

### Develop Employees

**Responsibility:**  
Acting Deputy Chief  
Tony Markos

Strategies		Year	Funding Status
2.2.1	Identify & maintain "professional development" class & workshops to define a career "roadmap" for line personnel.	1	ER
2.2.2	Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	1	OP
2.2.3	Determine the need for creating a civilian training manager position.	3	OP
2.2.4	Determine the need for increasing full-time training staff for sworn personnel.	3	OP
2.2.5	Review promotional requirements for sworn and civilian employees, including pre-requisite training/work experience that might be mandated or suggested.	2	ER
2.2.6	Identify training needs for all employees that would assist in employee growth.	2	OP
2.2.7	Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.	2	ER
2.2.8	Determine need for sworn training squad to do actual training. Determine need for a "backfill" squad to replace the squad who is receiving training.	3	OP
2.2.9	Complete study of a special assignment rotation policy for Supervisors.	5	ER

## Objective 2.3

### Develop the Organization

**Responsibility:**  
Captain  
Dave Marshall

Strategies		Year	Funding Status
2.3.1	Implement Department-wide assistance for employees injured while on-duty.	1	ER
2.3.2	Increase percentage of multi-lingual employees hired.	1	ER
2.3.3	Develop sworn & civilian staffing allocation model to address span of control & workload issues.	1	ER
2.3.4	Conduct a department-wide General Order assessment & system redesign.	1	ER/NF
2.3.5	Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.	1	ER
2.3.6	Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	1	ER
2.3.7	Strengthen the volunteer program by acquisition of full-time Volunteer Program & Explorer Program Manager.	3	NF
2.3.8	Revise the department awards & recognition system for sworn & civilian employees.	2	NF
2.3.9	Establish a grant-writer position to seek grants & donations.	3	NF
2.3.10	Establish a department-wide project tracking & analysis process.	2	NF
2.3.11	Staff each District & Division with secretarial support.	4	NF

## Strategic Direction 3

### Strengthened Relationships

#### Objective 3.1

##### Strengthen Intra-Governmental Relations

*“The purpose and importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments and the city council in order to enhance understanding and promote cooperation for the purpose of achieving department goals and objectives.”*

**- Captain Barry Vassall**

#### Objective 3.2

##### Strengthen Internal / External Communications

*“Communication is an integral part of all other department objectives. It is critical that our workforce, our constituents and various partners in the community are well informed. The mechanisms and processes for accomplishing this objective are high on the Department's priority list.”*

**- Captain Burl Haenel**

#### Objective 3.3

##### Strengthen Community Relations

*“One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service.”*

**- Captain Sean Duggan**

#### Year 1 Strategy Leaders:

- |                       |                        |                     |                         |
|-----------------------|------------------------|---------------------|-------------------------|
| • Ernie Anderson, Lt. | • Sean Duggan, Captain | • Marcy Miller, Lt. | • Mike Rosenberger, Lt. |
| • Mike Anderson, Lt.  | • Steve Garrett, Mgr.  | • Scott Popp, Lt.   | • Bill Wilton, Lt.      |

### 3. Strengthened Relationships

#### Objective 3.1

##### Strengthen Intra-Governmental Relations

**Responsibility:**  
Captain  
Barry Vassall

Strategies	Year	Funding Status
3.1.1 Establish multi-directional communication between Police Department, other City Departments & City Council.	1	ER
3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.	2	ER
3.1.3 Collaborate with other City Departments to create shared vision & mission.	2	ER
3.1.4 Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.	4	ER

#### Objective 3.2

##### Strengthen Internal & External Communications

**Responsibility:**  
Captain  
Burl Haenel

Strategies	Year	Funding Status
3.2.1 Develop an effective communications process for Police Department operations.	1	ER
3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.	1	ER
3.2.3 Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.	2	NF

#### Legend

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**Objective 3.3**  
**Strengthen Community Relations****Responsibility:**  
Captain  
Sean Duggan

Strategies		Year	Funding Status
3.3.1	Create & maintain meaningful Police-Community partnerships.	1	ER
3.3.2	Expand the Explorer program & enhance leadership support of the program.	1	ER
3.3.3	Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	1	ER
3.3.4	Analyze City demographics to ensure effective Police service delivery.	1	ER
3.3.5	Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	1	NF ER

## Strategic Direction 4

### Strengthened Homeland Defense

*"Our world has changed since September 11, 2001 and we are committed to maintaining a steadfast defense of our community. This strategic initiative helps lay a foundation for some of the critical initiatives that will help us create a safe and responsive approach to man-made or natural emergencies. We must never forget the events of that terrible day and we must take the time to be prepared."*

**- Executive Assistant Chief Dee Taylor**

#### **Objective 4.1**

**Promote Prevention, Mitigation, & Security Initiatives**

#### **Objective 4.2**

**Strengthen Readiness & Recovery Protocols**

#### **Year 1 Strategy Leaders:**

- Pat Conner, Lt.
- Marc Eisen, Dir.
- Steve Gesell, Lt.
- Dan Porter, Coord.
- Dee Taylor, Executive Asst. Chief

## 4. Strengthened Homeland Defense

### Objective 4.1

#### Promote Prevention, Mitigation, & Security Initiatives

**Responsibility:**  
Executive Asst. Chief  
Dee Taylor

Strategies		Year	Funding Status
4.1.1	Develop policies, protocols & equipment standards to implement security improvements to City facilities.	1	NF

### Objective 4.2

#### Strengthen Readiness & Recovery Protocols

**Responsibility:**  
Executive Asst. Chief  
Dee Taylor

Strategies		Year	Funding Status
4.2.1	Test emergency/recovery protocols & develop Citywide business recovery plans.	1	NF
4.2.2	Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	1	GR NF ER

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## Strategic Direction 5

### Advanced Technology Solutions

*“Technology is cornerstone and a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”*

**- Director Helen Gandara-Zavala**

#### Objective 5.1

Advance Integration Capabilities

#### Objective 5.2

Advance Communications Technology

#### Objective 5.3

Advance Technology Support & Infrastructure

#### Year 1 Strategy Leaders:

• Joe Hindman, Dir.

• Tom Melton, Mgr.

## 5. Advanced Technology Solutions

### Objective 5.1

#### Advance Integration Capabilities

**Responsibility:**  
Director  
Helen Gandara-Zavala

Strategies		Year	Funding Status
5.1.1	Complete procurement for an integrated suite of Police applications.	1	CIP
5.1.2	Implement new Computer Assisted Dispatch (CAD) system & Message Switch.	2	CIP
5.1.3	Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	2	CIP
5.1.4	Implement new Records Management System (RMS).	3	CIP
5.1.5	Improve automated information sharing with other Criminal Justice agencies.	3	NF
5.1.6	Implement new field reporting application.	3	CIP
5.1.7	Migrate to State mandated META MORPHO fingerprint identification system.	3	NF

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## Objective 5.2

### Advance Communications Technology

**Responsibility:**  
Director  
Helen Gandara-Zavala

Strategies		Year	Funding Status
5.2.1	Conduct radio-engineering study.	1	CIP
5.2.2	Conduct refresher radio training for all employees who use radios.	1	ER
5.2.3	Implement radio-engineering study results.	2	NF
5.2.4	Identify alternative mobile devices for data communication.	2	ER

## Objective 5.3

### Advance Technology Support & Infrastructure

**Responsibility:**  
Director  
Helen Gandara-Zavala

Strategies		Year	Funding Status
5.3.1	Conduct annual review of strategic & operational technology plan that is tied to the budget process.	1	ER
5.3.2	Ensure back up of all mission-critical job functions.	1	ER
5.3.3	Increase technology staff to support current needs.	1	ER
5.3.4	Improve Department web capabilities.	1	ER
5.3.5	Establish technology partnerships with community businesses.	2	ER
5.3.6	Improve training technology.	2	NF
5.3.7	Assess technology staff resources as driven by project needs.	3	ER

## Strategic Direction 6

### Enhanced Facilities

*“Our facilities help in the creation of our professional approach to public safety delivery to our community and thus are vital to our growth as an organization. Facilities must be carefully planned and constructed to ensure the effective and efficient delivery of services to our community while being cost effective. They mirror who we are as a city and an organization.”*

**- Executive Assistant Chief Dee Taylor**

#### Objective 6.1

Develop New Facilities

#### Objective 6.2

Reallocate & Enhance Existing Facilities

#### Objective 6.3

Enhance Facility Support & Administration

#### Year 1 Strategy Leaders:

- Marc Eisen, Dir.

## 6. Enhanced Facilities

### Objective 6.1 Develop New Facilities

**Responsibility:**  
Executive Asst. Chief  
Dee Taylor

Strategies		Year	Funding Status
6.1.1	Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.	1	CIP
6.1.2	Implement planning phase for land acquisition & construction of District 4 Facility.	1	ER
6.1.3	Implement design phase for construction of Police Operational Support Facility.	2	CIP
6.1.4	Submit City Capital Improvement Project request for District 4 land acquisition & construction.	2	NF
6.1.5	Implement design phase for construction of District 1 facility for Patrol, Bike, Traffic, & High Enforcement Arrest Team (HEAT) Units.	2	CIP
6.1.6	Implement design phase for construction of Police/Fire Training Center.	2	CIP
6.1.7	Implement planning phase for replacement of Mounted Unit Facility.	2	ER
6.1.8	Construct Police Operational Support Facility.	3	CIP
6.1.9	Implement design phase for construction of District 1 Facility.	3	CIP
6.1.10	Construct & implement move to Police/Fire Training Facility.	3	CIP
6.1.11	Construct Jail Facility.	4	NF
6.1.12	Implement design phase for construction of District 4 Facility.	4	NF
6.1.13	Construct & implement move to District 1 Facility.	4	CIP
6.1.14	Construct District 4 Facility.	5	NF

#### Legend

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## Objective 6.2

### Reallocate & Enhance Existing Facilities

**Responsibility:**  
Executive Asst. Chief  
Dee Taylor

Strategies	Year	Funding Status
6.2.1 Consolidate City Jail facilities.	2	NF
6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.	1	ER
6.2.3 Implement Homeland Security facility improvement projects for the Police Department & City.	2	NF
6.2.4 Implement planning phase for remodel of District 2 Communications Center.	2	CIP
6.2.5 Remodel District 2 Communications Center.	3	CIP
6.2.6 Remodel District 2 Basement floor.	4	CIP
6.2.7 Prepare City Capital Improvement Project request for construction of Covered Parking Facility for District 3.	4	ER
6.2.8 Implement move to remodeled District 2 Basement floor.	5	CIP
6.2.9 Construct District 3 Covered Parking Facility.	5	NF
6.2.10 Vacate & relocate Police personnel from the City Himovitz building.	5	CIP

## Objective 6.3

### Enhance Facility Support & Administration

**Responsibility:**  
Executive Asst. Chief  
Dee Taylor

Strategies	Year	Funding Status
6.3.1 Monitor City Fire services contract to determine future impact on Police & City facilities.	1	ER
6.3.2 Hire Police Facility Manager for construction & maintenance coordination.	3	NF

# Year 1 - Measures of Success

FY 2003/04

## Objective 1.1

### Enhance Crime Prevention Initiatives

1.1.1 Juvenile Delinquency Prevention Initiative (JDPI): Develop & implement a program for school-aged children related to substance abuse education & law enforcement role modeling to build positive relationships.

Measure of Success	Initiation Date	Target Date	Responsibility
A measurable reduction in juvenile delinquency.	09/2003	08/2005	Lt. Frank O'Halloran

## Objective 1.2

### Enhance Enforcement Initiatives

1.2.1 Implement staffing redistribution plan (deployment study) for basic police service needs; redistribute existing staff to maximize resources.

Measure of Success	Initiation Date	Target Date	Responsibility
Implementation of identified patrol allocation models.	05/2004	07/2004	Mgr. Paul Bentley

## Objective 2.1

### Develop Exemplary Leadership

2.1.1 Establish well-defined expectations & skill levels for leadership.

Measure of Success	Initiation Date	Target Date	Responsibility
The design & communication of leadership expectations in terms of KRA's, competencies, & performance standards for sworn & non-sworn supervisors & above; Survey responses from Supervisors & above indicating satisfaction with & ability to apply deliverables.	10/2003	10/2004	Lt. Matt Roadifer

## Year 1 – Measures of Success

### 2.1.2 Establish a culture of accountability & recognition.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of KRA goals by all LTs. & above; Implementation of process for resolving issues; Creation of tracking mechanism to increase proactive recognition given to employees; Utilization of HRS Performance Management Statistics reports.	09/2003	12/2004	Lt. Tom Henny (Primary) Lt. Craig Chrzanowski

### 2.1.3 Develop a program to address leadership training needs.

Measure of Success	Initiation Date	Target Date	Responsibility
Implementation of program; Training class critique reports; Supervisor satisfaction with training results.	04/2004	10/2005	Lt. Bill Wilton

## Objective 2.2 Develop Employees

### 2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.

Measure of Success	Initiation Date	Target Date	Responsibility
Survey results from Supervisors indicating identification of core competencies & identification of training needs; Roadmap identified & in place for line-level career mobility.	10/2003	10/2004	Lt. Mike Stauffer (Primary) Sgt. Jimmy Wasson Mgr. Tom Dworzanski

### 2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of customer service training; Decreased citizen complaints related to attitude & lack of professional demeanor; Improved citizen satisfaction during LT & management quarterly inspections; Increased citizen praise & reduced complaints received via PD website & citizen survey.	10/2003	10/2004	Lt. Tony Gibson Mgr. Tom Dworzanski

### Objective 2.3

#### Develop the Organization

##### 2.3.1 Implement Department-wide assistance & support team for employees injured while on-duty.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training for Critical Incident Stress Management (CISM) Team regarding City benefits related to on-duty injuries; Increased awareness by employees of available assistance; Documented assistance to injured employee.	12/2003	06/2004	Lt. Mike Anderson

##### 2.3.2 Increase percentage of multi-lingual employees hired.

Measure of Success	Initiation Date	Target Date	Responsibility
Increase in percentage of employees with multi-lingual skills hired compared to previous years.	07/2003	06/2004	Mgr. Glen Olson

##### 2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of personnel allocation models; Delivery of funding requests; Acquisition of personnel.	11/2003	05/2004	Lt. Ernie Anderson

##### 2.3.4 Conduct a department-wide General Order assessment & system redesign.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of new General Order format & streamlined structure providing for easier reference; creation of guidelines for future policy development & on-going review & update.	01/2004	01/2007	Lt. Steve Yturralde

##### 2.3.5 Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of annual assessment that provides adequate support for personnel & funding requests during City budget process.	05/2004	07/2004	Mgr. Paul Bentley

## Year 1 – Measures of Success

2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a process to report Plan progress; Creation & tracking of work-load indicators that support budget & staff decisions; Production of Annual Report that incorporates Strategic Plan.	04/2004	09/2004	Mgr. Will Davis

### Objective 3.1 Strengthen Intra-Governmental Relations

3.1.1 Establish multi-directional communication between the Police Department, other City Departments & City Council.

Measure of Success	Initiation Date	Target Date	Responsibility
Increased participation & attendance in Police functions by Council & other City Departments; Perception of free-flow of information between staff & Council; Improvement in Council's knowledge of PD Managers to contact regarding specific issues.	10/2003	03/2004	Lt. Marcy Miller (Primary) Mgr. Steve Garrett

### Objective 3.2 Strengthen Internal & External Communications

3.2.1 Develop an effective communications process for Police Department operations.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of regular meetings to ensure consistency of information distributed to employees; Increased employee understanding & access to PD priorities; Ability for all employees to voice concerns & contribute suggestions up the chain of command.	12/2003	05/2004	Lt. Mike Anderson

3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.

Measure of Success	Initiation Date	Target Date	Responsibility
Identification & implementation of communication format; Assignment of responsibility for sustaining support network; Increased involvement & dialogue with City & PD from retirees; Increased number of retirees returning as volunteers; Increased communication between current employees & retirees.	10/2003	04/2004	Lt. Scott Popp

## Objective 3.3 Strengthen Community Relations

### 3.3.1 Create & maintain meaningful Police-Community partnerships.

Measure of Success	Initiation Date	Target Date	Responsibility
Development & use of a process of constituting community partnerships that are meaningful & useful to both Citizens & Police whereby the District Commander is recognized & utilized as the primary Police point of contact. Results of an annual survey to measure success.	10/2003	03/2004	Capt. Sean Duggan

### 3.3.2 Expand the Explorer program & enhance leadership support of the program.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of current Explorer Program; Identification of program improvements; Implementation of program improvements; Assessment of program improvements.	10/2003	10/2004	Lt. Mike Rosenberger

### 3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.

Measure of Success	Initiation Date	Target Date	Responsibility
Implementation of tracking mechanism to quantify donations of money & other contributions; Increased donations to charitable organizations; Increased number of charitable organizations recognized.	01/2004	01/2005	Lt. Bill Wilton

### 3.3.4 Analyze City demographics to ensure effective Police service delivery.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of process for annual review & recommendations for deployment adjustments related to changing City demographics.	09/2003	10/2004	Lt. Ernie Anderson

### 3.3.5 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a permanent Police display celebrating the history of the Police Department.	10/2003	04/2005	Lt. Marcy Miller

### Objective 4.1

#### Promote Prevention, Mitigation & Security Initiatives

4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Development of physical security improvement plans for key City facilities; Implementation of security enhancements based on priorities established by evaluation using industry standards.	10/2003	10/2004 On-going	Dir. Marc Eisen (Primary) Coord. Dan Porter

### Objective 4.2

#### Strengthen Readiness & Recovery Protocols

4.2.1 Test emergency / recovery protocols & develop City-wide business recovery plans.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of a recurring schedule of emergency exercises of various scopes that will involve Police, Fire, other City Departments & citizens; Establishment of a process by each Department for resumption of services after an interruption.	10/2003	12/2004 On-going	Dir. Marc Eisen (Primary) Lt. Pat Conner

4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of program administration; Identification & purchase of equipment; Identification of training needs; Delivery of initial & on-going training; Revision of Standard Operating Procedures; Identification & implementation of grant administration; Recognition & institutionalization of Federal & State operational mandates.	04/2003	12/2005 On-going	Chief Dee Taylor (Primary) Lt. Steve Gesell

### Objective 5.1

#### Advance Integration Capabilities

5.1.1 Complete procurement for an integrated suite of Police applications.

Measure of Success	Initiation Date	Target Date	Responsibility
Selection of vendor after evaluation of RFP responses; Approval of contract by City.	07/2003	05/2004	Dir. Joe Hindman

### Objective 5.2

#### Advance Communications Technology

##### 5.2.1 Conduct radio-engineering study.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion by consultant of radio-engineering study; Receipt of consultant report.	03/2004	08/2004	Dir. Joe Hindman

##### 5.2.2 Conduct refresher radio training for all employees who use radios.

Measure of Success	Initiation Date	Target Date	Responsibility
Increased knowledge of radio system; Improved employee ability to recognize radio system failure & how to overcome the failure; Reduced number of user errors.	10/2003	07/2004	Mgr. Tom Melton

### Objective 5.3

#### Advance Technology Support & Infrastructure

##### 5.3.1 Conduct annual review of strategic & operational Technology Plan that is tied to the budget process.

Measure of Success	Initiation Date	Target Date	Responsibility
Obtainment of sufficient technology resources to support "must have" strategic plan initiatives; A maintained mission critical technology infrastructure; Acquisition of new technologies/systems that serve as a valuable force multiplier for the Department.	10/2003	06/2005	Dir. Joe Hindman

##### 5.3.2 Ensure back-up of all mission-critical job functions.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation & adoption of back-up plans for all mission-critical job functions.	04/2004	11/2004 On-going	Dir. Joe Hindman



## Year 1 – Measures of Success

### 5.3.3 Increase technology staff to support current needs.

Measure of Success	Initiation Date	Target Date	Responsibility
Reclassification of vacant police position to programmer/analyst position; hiring of programmer/analyst.	08/2003	12/2003	Dir. Joe Hindman

### 5.3.4 Improve Department web capabilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Reclassification of vacant city position to programmer/analyst position; hiring of programmer/analyst.	08/2003	12/2003	Dir. Joe Hindman

## Objective 6.1

### Develop New Facilities

### 6.1.1 Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of planning documents for construction of the facility.	10/2003	04/2004	Dir. Marc Eisen

### 6.1.2 Implement planning phase for land acquisition & construction of District 4 Facility.

Measure of Success	Initiation Date	Target Date	Responsibility
Acquisition of land; Completion of planning documents for construction of the facility.	04/2004	06/2007	Dir. Marc Eisen

### Objective 6.2

#### Reallocate & Enhance Existing Facilities

6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of CIP documents for request.	01/2004	09/2006	Dir. Marc Eisen

### Objective 6.3

#### Enhance Facility Support & Administration

6.3.1 Monitor City Fire Services contract to determine future impact on Police & City facilities.

Measure of Success	Initiation Date	Target Date	Responsibility
Production of contract status reports.	07/2003	07/2004	Dir. Marc Eisen

# 5-Year Overview

Scottsdale Police Department Strategies	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08
<b>Strategic Direction 1 - Reduced Crime</b>					
<b>1.1 Enhance Crime Prevention Initiatives</b>					
1.1.1 Juvenile Delinquency Prevention Initiative (JDPI): Develop & implement a program for school-aged children related to substance abuse education & law enforcement role modeling to build positive relationships.	√				
1.1.2 Assign Crime Prevention Officers to each District.			√		
<b>1.2 Enhance Enforcement Initiatives</b>					
1.2.1 Implement staffing redistribution plan (deployment study) for basic police service needs; redistribute existing staff to maximize resources.	√				
1.2.2 Assign additional Traffic Enforcement officers to address community needs.		√			
1.2.3 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.		√			
1.2.4 Develop a Cyber-Crime Unit.		√			
1.2.5 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.			√		
1.2.6 Establish a Bike Unit in District 2.				√	
1.2.7 Establish a Bike Unit in District 3.					√
1.2.8 Establish an Air-Support Unit.					√
<b>Strategic Direction 2 – Organizational Excellence</b>					
<b>2.1 Develop Exemplary Leadership</b>					
2.1.1 Establish well-defined expectations & skill levels for leadership.	√				
2.1.2 Establish a culture of accountability & recognition.	√				
2.1.3 Develop a program to address leadership training needs.	√				
2.1.4 Ensure management provides career counseling to employees.		√			
2.1.5 Include Department Action Plan goals & assignments as a component of performance evaluations.		√			
2.1.6 Assess the feasibility of using 360 interview information for promotion.		√			
2.1.7 Provide early intervention behavior identification training to management.			√		
<b>2.2 Develop Employees</b>					
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	√				
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√				
2.2.3 Determine the need for creating a civilian training manager position.			√		
2.2.4 Determine the need for increasing full-time training staff for sworn personnel.			√		
2.2.5 Review promotional requirements for sworn and civilian employees, including pre-requisite training/work experience that might be mandated or suggested.		√			
2.2.6 Identify training needs for all employees that would assist in employee growth.		√			
2.2.7 Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.		√			
2.2.8 Determine need for sworn training squad to do actual training. Determine need for a "backfill" squad to replace the squad who is receiving training.			√		
2.2.9 Complete study of a special assignment rotation policy for Supervisors.					√
<b>2.3 Develop the Organization</b>					
2.3.1 Implement Department-wide assistance for employees injured while on- duty.	√				
2.3.2 Increase percentage of multi-lingual employees hired.	√				
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	√				
2.3.4 Conduct a department-wide General Order assessment & system redesign.	√				
2.3.5 Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.	√				
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Report.	√				

Scottsdale Police Department Strategies	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08
<b>2.3 Develop the Organization (continued)</b>					
2.3.7 Strengthen the volunteer program by acquiring a full-time Volunteer Program & Explorer Program Manager.			√		
2.3.8 Revise the department awards & recognition system for sworn & civilian employees.		√			
2.3.9 Establish a grant-writer position to seek grants & donations.			√		
2.3.10 Establish a department-wide project tracking & analysis process.		√			
2.3.11 Staff each District & Division with secretarial support.				√	
<b>Strategic Direction 3 – Strengthened Relationships</b>					
<b>3.1 Strengthen Intra-Governmental Relations</b>					
3.1.1 Establish multi-directional communication between Police Dept., other City Departments & City Council.	√				
3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.		√			
3.1.3 Collaborate with other City Departments to create shared vision & mission.		√			
3.1.4 Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.				√	
<b>3.2 Strengthen Internal &amp; External Communications</b>					
3.2.1 Develop an effective communications process for Police Department operations.	√				
3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.	√				
3.2.3 Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.		√			
<b>3.3 Strengthen Community Relations</b>					
3.3.1 Create & maintain meaningful Police-Community partnerships.	√				
3.3.2 Expand the Explorer program & enhance leadership support of the program.	√				
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	√				
3.3.4 Analyze City demographics to ensure effective Police service delivery.	√				
3.3.5 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	√				
<b>Strategic Direction 4 – Strengthened Homeland Defense</b>					
<b>4.1 Promote Prevention, Mitigation, &amp; Security Initiatives</b>					
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	√				
<b>4.2 Strengthen Readiness &amp; Recovery Protocols</b>					
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	√				
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	√				
<b>Strategic Direction 5 – Advanced Technology Solutions</b>					
<b>5.1 Advance Integration Capabilities</b>					
5.1.1 Complete procurement for an integrated suite of Police applications.	√				
5.1.2 Implement new Computer Assisted Dispatch (CAD) system & Message Switch.		√			
5.1.3 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.		√			
5.1.4 Implement new Records Management System (RMS).			√		
5.1.5 Improve automated information sharing with other Criminal Justice agencies.			√		
5.1.6 Implement new field reporting application.			√		
5.1.7 Migrate to State mandated META MORPHO fingerprint identification system.			√		

Scottsdale Police Department Strategies	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08
<b>5.2 Advance Communications Technology</b>					
5.2.1 Conduct radio-engineering study.	√				
5.2.2 Conduct refresher radio training for all employees who use radios.	√				
5.2.3 Implement radio-engineering study results.		√			
5.2.4 Identify alternative mobile devices for data communication.		√			
<b>5.3 Advance Technology Support &amp; Infrastructure</b>					
5.3.1 Conduct annual review of strategic & operational technology plan that is tied to the budget process.	√				
5.3.2 Ensure back up of all mission-critical job functions.	√				
5.3.3 Increase technology staff to support current needs.	√				
5.3.4 Improve Department web capabilities.	√				
5.3.5 Establish technology partnerships with community businesses.		√			
5.3.6 Improve training technology.		√			
5.3.7 Assess technology staff resources as driven by project needs.			√		
<b>Strategic Direction 6 – Enhanced Facilities</b>					
<b>6.1 Develop New Facilities</b>					
6.1.1 Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.	√				
6.1.2 Implement planning phase for land acquisition & construction of District 4 Facility.	√				
6.1.3 Implement design phase for construction of Police Operational Support Facility.		√			
6.1.4 Submit City Capital Improvement Project request for District 4 land acquisition & construction.		√			
6.1.5 Implement design phase for construction of District 1 facility for Patrol, Bike, Traffic, & HEAT Units.		√			
6.1.6 Implement design phase for construction of Police/Fire Training Center.		√			
6.1.7 Implement planning phase for replacement of Mounted Unit Facility.		√			
6.1.8 Construct Police Operational Support Facility.			√		
6.1.9 Implement design phase for construction of District 1 Facility.			√		
6.1.10 Construct & implement move to Police/Fire Training Facility.			√		
6.1.11 Construct Jail Facility.				√	
6.1.12 Implement design phase for construction of District 4 Facility.				√	
6.1.13 Construct & implement move to District 1 Facility.				√	
6.1.14 Construct District 4 Facility.					√
<b>6.2 Reallocate &amp; Enhance Existing Facilities</b>					
6.2.1 Consolidate City Jail facilities.		√			
6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.	√				
6.2.3 Implement Homeland Security facility improvement projects for the Police Department & City.		√			
6.2.4 Implement planning phase for remodel of District 2 Communications Center.		√			
6.2.5 Remodel District 2 Communications Center.			√		
6.2.6 Remodel District 2 Basement floor.				√	
6.2.7 Prepare City Capital Improvement Project request for construction of Covered Parking Facility for District 3.				√	
6.2.8 Implement move to remodeled District 2 Basement floor.					√
6.2.9 Construct District 3 Covered Parking Facility.					√
6.2.10 Vacate & relocate Police personnel from the City Himovitz building.					√
<b>6.3 Enhance Facility Support &amp; Administration</b>					
6.3.1 Monitor City Fire services contract to determine future impact on Police & City facilities.	√				
6.3.2 Hire Police Facility Manager for construction & maintenance coordination.			√		

# Year 1 Overview by Quarter

FY 2003/04

Scottsdale Police Department Strategies	FY 03/04	Q1	Q2	Q3	Q4
<b>Strategic Direction 1 - Reduced Crime</b>					
<b>1.1 Enhance Crime Prevention Initiatives</b>					
1.1.1 Juvenile Delinquency Prevention Initiative (JDPI): Develop & implement a program for school-aged children related to substance abuse education & law enforcement role modeling to build positive relationships.	√	√			
<b>1.2 Enhance Enforcement Initiatives</b>					
1.2.1 Implement staffing redistribution plan (deployment study) for basic police service needs; redistribute existing staff to maximize resources.	√				√
<b>Strategic Direction 2 – Organizational Excellence</b>					
<b>2.1 Develop Exemplary Leadership</b>					
2.1.1 Establish well-defined expectations & skill levels for leadership.	√		√		
2.1.2 Establish a culture of accountability & recognition.	√	√			
2.1.3 Develop a program to address leadership training needs.	√				√
<b>2.2 Develop Employees</b>					
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	√		√		
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√		√		
<b>2.3 Develop the Organization</b>					
2.3.1 Implement Department-wide assistance for employees injured while on- duty.	√		√		
2.3.2 Increase percentage of multi-lingual employees hired.	√	√			
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	√		√		
2.3.4 Conduct a department-wide General Order assessment & system redesign.	√			√	
2.3.5 Conduct an annual deployment study for first responders & support functions based on sworn & civilian allocation model.	√				√
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Report.	√				√
<b>Strategic Direction 3 – Strengthened Relationships</b>					
<b>3.1 Strengthen Intra-Governmental Relations</b>					
3.1.1 Establish multi-directional communication between Police Dept., other City Departments & City Council.	√		√		
<b>3.2 Strengthen Internal &amp; External Communications</b>					
3.2.1 Develop an effective communications process for Police Department operations.	√		√		
3.2.2 Develop opportunities to continue a relationship & sense of family with Police Department employees who have retired, & build a support network.	√		√		
<b>3.3 Strengthen Community Relations</b>					
3.3.1 Create & maintain meaningful Police-Community partnerships.	√		√		
3.3.2 Expand the Explorer program & enhance leadership support of the program.	√		√		
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	√			√	
3.3.4 Analyze City demographics to ensure effective Police service delivery.	√	√			
3.3.5 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	√		√		

# Year 1 Overview by Quarter

FY 2003/04

Scottsdale Police Department Strategies	FY 03/04	Q1	Q2	Q3	Q4
<b>Strategic Direction 4 – Strengthened Homeland Defense</b>					
<b>4.1 Promote Prevention, Mitigation, &amp; Security Initiatives</b>					
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	√		√		
<b>4.2 Strengthen Readiness &amp; Recovery Protocols</b>					
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	√		√		
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.	√	√			
<b>Strategic Direction 5 – Advanced Technology Solutions</b>					
<b>5.1 Advance Integration Capabilities</b>					
5.1.1 Complete procurement for an integrated suite of Police applications.	√	√			
<b>5.2 Advance Communications Technology</b>					
5.2.1 Conduct radio-engineering study.	√	√			
5.2.2 Conduct refresher radio training for all employees who use radios.	√		√		
<b>5.3 Advance Technology Support &amp; Infrastructure</b>					
5.3.1 Conduct annual review of strategic & operational technology plan that is tied to the budget process.	√		√		
5.3.2 Ensure back up of all mission critical job functions.	√				√
5.3.3 Increase technology staff to support current needs.	√	√			
5.3.4 Improve Department web capabilities.	√	√			
<b>Strategic Direction 6 – Enhanced Facilities</b>					
<b>6.1 Develop New Facilities</b>					
6.1.1 Implement planning phase for Police Operational Support Facility for Crime Lab & Property/Evidence.	√		√		
6.1.2 Implement planning phase for land acquisition & construction of District 4 Facility.	√				√
<b>6.2 Reallocate &amp; Enhance Existing Facilities</b>					
6.2.2 Prepare & submit City Capital Improvement Project request for expansion of District 3 Lockers.	√			√	
<b>6.3 Enhance Facility Support &amp; Administration</b>					
6.3.1 Monitor City Fire services contract to determine future impact on Police & City facilities.	√	√			

# Acknowledgments

The members of the Scottsdale Police Department would like to express thanks to the many citizens, interest groups, employees, and City partners who provided input to the development of the 2003/04-2007/08 Strategic Plan. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include those involved.

### Citizen Community Forums

District 1  
June 11, 2003  
Civic Center Library Auditorium

District 2  
June 18, 2003  
Mustang Library Auditorium

District 3  
June 25, 2003  
Pinnacle Presbyterian Church

### Police Department Participants

Craig Abernathy, Officer  
Debra Allemang, Planning Analyst  
Cheryl Allen, Communications Supervisor  
Ernie Anderson, Lieutenant  
Mike Anderson, Lieutenant  
Paul Bentley, Records Division Manager  
Chris Bingham, Captain  
Ramsey Beckstead, Communications Manager  
Holly Christian, Budget Manager  
Craig Chrzanowski, Lieutenant  
Mark Clark, Sergeant  
John Cocca, Deputy Chief  
Steve Cohen, Sr. Systems Integrator  
Patrick Conner, Lieutenant  
Will Davis, Planning & Accreditation Manager  
Gail Denney, Communications Tech. Manager  
Sean Duggan, Captain  
Tom Dworzanski, Special Services Manager  
Amii Fairfield, Officer  
Helen Gandara-Zavala, Admin. Services Director  
Steve Garrett, Forensic Services Manager  
Maryann Gazdzik, Executive Secretary  
Steve Gesell, Lieutenant  
Tony Gibson, Lieutenant

Burl Haenel, Captain  
Glenda Hanks, Records Supervisor  
Tom Henny, Lieutenant  
Marcos Hernandez, Police Aide  
Chris Humiston, Officer  
George King, Officer  
Daniel Kiricoples, Officer  
Mary Kirkwood, Crime Analyst  
Michelle LeFay, Officer  
Karl Mahler, Support Specialist  
Tony Markos, Acting Deputy Chief  
Dave Marshall, Captain  
Tom Melton, Communications Manager  
Marcy Miller, Lieutenant  
Nancy Mitchell, Crime Analyst  
Diane Montemayor, Officer  
Carla Murillo, Budget Analyst  
Darcy Nichols, Sergeant  
Karen Nygaard, Teleserve Specialist  
Frank O'Halloran, Lieutenant  
Glen Olson, Detention Manager  
Scott Popp, Lieutenant  
Ben Post, Officer  
Scott Reed, Officer

Phil Riccio, Crisis Intervention Supervisor  
Matt Roadifer, Lieutenant  
Alan Rodbell, Chief of Police  
Mike Rosenberger, Lieutenant  
Robert Rucker, Sergeant  
Mark Ruffennach, Officer  
Richard Slavin, Officer  
Kay Smith, Identification Supervisor  
Mike Snader, Sergeant  
Mike Stauffer, Lieutenant  
Cheryl Stone, Training Secretary  
Dee Taylor, Executive Assistant Chief  
Gary Thornton, Officer  
Joleen Toth, Communications Dispatcher  
Barry Vassall, Captain  
Jeff Walther, Sergeant  
Jimmy Wasson, Sergeant  
Mike Whitcomb, Officer  
Kris Whitman, Crime Lab Criminalist  
Elizabeth Williams, Crime Scene Specialist  
Bill Wilton, Lieutenant  
Scott Yacuel, Detention Officer  
Steve Yturralde, Lieutenant  
Shannon Ziemba, Police Aide

### City Participants

#### City Manager's Office

Natalie Lewis, Assistant to City Manager

#### Emergency Services

Marc Eisen, Emergency Services Director  
Dan Porter, Workplace Security Coordinator

#### Information Systems

Joe Hindman, Police Technology Director  
Mark Ledbetter, G.I.S. Director  
Jay Willson, Application Support Manager

#### Human Resource Systems

Lisa Angelini, Account Consultant  
Don Logan, Diversity & Dialog Director  
Velicia McMillan, Diversity Specialist  
Susan Middents, Learning & Org. Development Director  
Grace Nakar, Organizational Development Consultant

#### Neighborhood Services Office

Lisa Collins, Customer Service Director

**Compiled & Edited by the Police Planning, Research & Accreditation Division**

This document is also available in PDF format on our website at [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov). Copies can also be obtained by contacting our Planning, Research & Accreditation Division. Comments are welcome and can be submitted to:

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